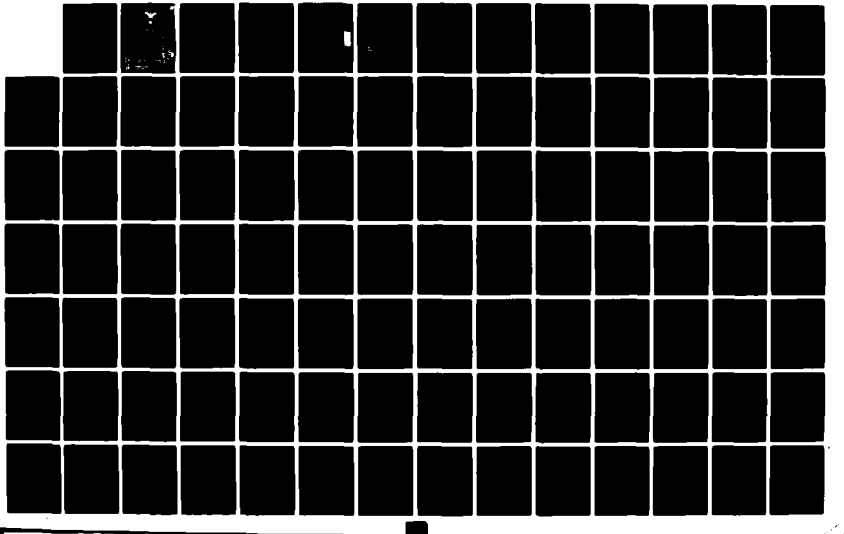
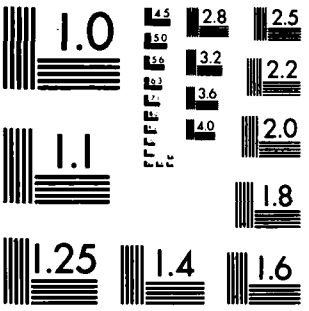
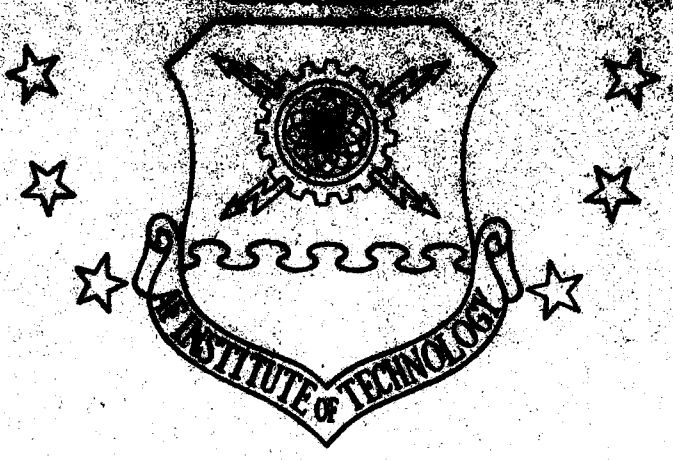
AD-A123 729 JOB INVOLVEMENT AND WORK ALIENATION: IS THERE A RELATIONSHIP?(U) AIR FORCE INST OF TECH WRIGHT-PATTERSON AFB OH SCHOOL OF SYSTEMS AND LOGISTICS 1/2

UNCLASSIFIED D L NICHOLS ET AL. SEP 82 AFIT-LSSR-82-82 F/G 5/10 NL





MICROCOPY RESOLUTION TEST CHART
NATIONAL BUREAU OF STANDARDS-1963-A



JOB INVOLVEMENT AND WORK ALIENATION: IS THERE A RELATIONSHIP?

Dennis L. Nichols, Captain, USAF
Phillip D. Sabin, Captain, USAF

LSSR 82-82

DEPARTMENT OF THE AIR FORCE
AIR UNIVERSITY (ATC)
AIR FORCE INSTITUTE OF TECHNOLOGY

Wright-Patterson Air Force Base, Ohio

The contents of the document are technically accurate, and no sensitive items, detrimental ideas, or deleterious information are contained therein. Furthermore, the views expressed in the document are those of the author(s) and do not necessarily reflect the views of the School of Systems and Logistics, the Air University, the Air Training Command, the United States Air Force, or the Department of Defense.

AFIT Control Number LSSR 82-82

AFIT RESEARCH ASSESSMENT

The purpose of this questionnaire is to determine the potential for current and future applications of AFIT thesis research. Please return completed questionnaires to: AFIT/LSH, Wright-Patterson AFB, Ohio 45433.

1. Did this research contribute to a current Air Force project?

   a. Yes b. No

2. Do you believe this research topic is significant enough that it would have been researched (or contracted) by your organization or another agency if AFIT had not researched it?

   a. Yes b. No

3. The benefits of AFIT research can often be expressed by the equivalent value that your agency received by virtue of AFIT performing the research. Can you estimate what this research would have cost if it had been accomplished under contract or if it had been done in-house in terms of manpower and/or dollars?

   a. Man-years _____ $ _____ (Contract).

   b. Man-years _____ $ _____ (In-house).

4. Often it is not possible to attach equivalent dollar values to research, although the results of the research may, in fact, be important. Whether or not you were able to establish an equivalent value for this research (3 above), what is your estimate of its significance?

   a. Highly Significant b. Significant c. Slightly Significant d. Of No Significance

5. Comments:

_____ _____

Name and Grade Position

_____ _____

Organization Location

FOLD DOWN ON OUTSIDE - SEAL WITH TAPE

AFIT/LSH
WRIGHT-PATTERSON AFB OH 45433

OFFICIAL BUSINESS
PENALTY FOR PRIVATE USE, $300

NO POSTAGE
NECESSARY
IF MAILED
IN THE
UNITED STATES

BUSINESS REPLY MAIL
FIRST CLASS PERMIT NO. 73236 WASHINGTON D.C.

POSTAGE WILL BE PAID BY ADDRESSEE

AFIT/DAA
Wright-Patterson AFB OH 45433

FOLD IN

UNCLASSIFIED

SECURITY CLASSIFICATION OF THIS PAGE (When Data Entered)

REPORT DOCUMENTATION PAGE		READ INSTRUCTIONS BEFORE COMPLETING FORM
1. REPORT NUMBER LSSR 82-82	2. GOVT ACCESSION NO. AD-A123 799	3. RECIPIENT'S CATALOG NUMBER
4. TITLE (and Subtitle) JOB INVOLVEMENT AND WORK ALIENATION: IS THERE A RELATIONSHIP?		5. TYPE OF REPORT & PERIOD COVERED Master's Thesis
		6. PERFORMING ORG. REPORT NUMBER
7. AUTHOR(s) Dennis L. Nichols, Captain, USAF Phillip D. Sabin, Captain, USAF		8. CONTRACT OR GRANT NUMBER(s)
9. PERFORMING ORGANIZATION NAME AND ADDRESS School of Systems and Logistics Air Force Institute of Technology, WPAFB OH		10. PROGRAM ELEMENT, PROJECT, TASK AREA & WORK UNIT NUMBERS
11. CONTROLLING OFFICE NAME AND ADDRESS Department of Communication and Humanities AFIT/LSH, WPAFB OH 45433		12. REPORT DATE September 1982
		13. NUMBER OF PAGES 99
14. MONITORING AGENCY NAME & ADDRESS(if different from Controlling Office)		15. SECURITY CLASS. (of this report) UNCLASSIFIED
		15a. DECLASSIFICATION/DOWNGRADING SCHEDULE

16. DISTRIBUTION STATEMENT (of this Report)

Approved for public release; distribution unlimited

17. DISTRIBUTION STATEMENT (of the abstract entered in Block 20, if different from Report)

18. SUPPLEMENTARY NOTES

APPROVED FOR PUBLIC RELEASE: IAW AFR 190-17

LYNN E. WOLAVER
Dean for Research and Professional Development

AIR FORCE INSTITUTE OF TECHNOLOGY (ATC)
WRIGHT-PATTERSON AFB, OH 45433
8 OCT 1982

19. KEY WORDS (Continue on reverse side if necessary and identify by block number)

Job Involvement
Work Alienation
Involvement
Alienation
Job Alienation
Worker Attitudes
Employee Motivation
Commitment

20. ABSTRACT (Continue on reverse side if necessary and identify by block number)

Thesis Chairman: Robert P. Steel, PhD.

DD FORM 1 JAN 73 1473 EDITION OF 1 NOV 65 IS OBSOLETE

UNCLASSIFIED

SECURITY CLASSIFICATION OF THIS PAGE (When Data Entered)

The concepts of job involvement and work alienation are significant cognitive constructs in the fields of management, psychology, and sociology. These two constructs have long been regarded as unrelated by most authorities in the fields of psychology and sociology. A relatively recent theory espoused by Rabindra Kanungo of McGill University departed radically from the traditional view. This thesis effort attempted to explore interrelationships between and among job involvement and work alienation measures. Major works pertinent to these two areas were reviewed. Twelve questionnaire measures (eight involvement and four alienation measures) evaluating these two constructs were utilized to gauge the convergent and discriminant validity among job involvement and work alienation measures. Correlational and factor analytic procedures were executed on the questionnaire results. The findings indicated that greater convergent validity existed for involvement measures than for alienation measures and that a relationship between involvement and alienation was somewhat tenable, but far from conclusive. Implications of the findings and application recommendations are discussed.

LSSR 82-82

JOB INVOLVEMENT AND WORK ALIENATION: IS THERE A RELATIONSHIP?

A Thesis

Presented to the Faculty of the School of Systems and Logistics

of the Air Force Institute of Technology

Air University

In Partial Fulfillment of the Requirement for the

Degree of Master of Science in Logistics Management

By

Dennis L. Nichols, BS, MBA
Captain, USAF

Phillip D. Sabin, BS
Captain, USAF

September 1982

This thesis, written by

Captain Dennis L. Nichols

and

Captain Phillip D. Sabin

has been accepted by the undersigned on behalf of the faculty of the School of Systems and Logistics in partial fulfillment of the requirements for the degree of

MASTER OF SCIENCE IN LOGISTICS MANAGEMENT

DATE: 29 September 1982

Robert P. Steel
COMMITTEE CHAIRMAN

READER

ACKNOWLEDGEMENTS

We wish to express our appreciation to those people who provided interest and assistance in this thesis. Included is Dr. Robert Steel, our advisor, and Major Nick Ovalle, our reader, both of whom provided help and encouragement.

We are most grateful to our wives, Connie Nichols and Joyce Sabin, for their tremendous amount of patience and understanding during this important phase of our education.

We would also like to thank our typist, Linda Kankey, without whom this effort would not have been completed.

TABLE OF CONTENTS

LIST OF TABLES

CHAPTER I

Introduction

In the past 20 years, social science literature has dealt profusely with the relationship of an individual to his job. Researchers in the fields of sociology and psychology have studied and investigated many factors related to the job environment. Two concepts which have received considerable attention are Job Involvement and Work Alienation. Until recently the two have been viewed as independent of one another.

Job involvement describes the attitudes, feelings, and beliefs an individual holds regarding his job. This concept has evolved from the studies of psychologists. They have concentrated on the analysis of the motivational states of a person in the work environment (22:126). The explanations placed emphasis on the need-satisfying aspects of the job as basic requirements for job involvement (22:119).

Work alienation is the feeling a person has that holding a job is a necessity required to support leisure time activities. Sociologists, in their study of alienation have described the concept anywhere from a loss of control and freedom at work (20:209) to a lack of socially acceptable norms to guide behavior (22:123). According to Kanungo, recent writings on alienation have identified it as a sense of separation between an individual and other elements in

his environment (22:120).

Most adult men and an ever increasing number of women spend the majority of their waking hours occupied, to some extent, with their job. Principally, the main reason people work is to receive financial rewards with which to sustain themselves and their families. But that does not necessarily mean all individuals are satisfied, involved, or otherwise generally pleased with their employment. No two people have the same desires, the same intrinsic or extrinsic needs, nor are they equally salient. But the role work plays in an individual's life is important. Patchen (31:3) comments that the quality of an individuals experience at work becomes a large part of his experience in life. He continues by saying that even though work hours have been getting shorter, the central importance of ones work in life continues. Blauner (2:viii) supports Patchen's belief by saying that "the nature of a man's work affects his social character and his sense of worth and dignity." Given that work plays a leading role in the life of an individual, it is imperative that job involvement and work alienation be throughly understood and their relationship with the work environment comprehended. Once this has been accomplished, managers will be in a better position to control or at least affect some of the variables that lead to development of job involvement and work alienation. Different types of involvement may be associated with different reference objects: family, society, church, fellow workers, etc. Different forms of alienation

may also appear. However, the majority of work in these areas has focused upon job or work referents to explain involvement and alienation in social psychological terms (6:850, 25:305, 38:784). But, according to Kanungo (22:119), these research efforts have resulted in "greater conceptual fuzziness rather than clarity or understanding." In a radical departure from previous studies, he sees job involvement and work alienation as "bipolar states of the same phenomena" (22:120). Therefore Kanungo believes that a careful re-examination and reformulation of the issues are needed. It will be our purpose to investigate and empirically analyze these concepts to ascertain if there is a relationship between them.

CHAPTER II

Literature Review

Overview

In performing the literature review, the search was limited to manuscripts and periodicals which dealt with empirical or theoretical treatments of the concepts of job involvement or work alienation. The literature search was limited to research accomplished within the last twenty years. Separate sections in this literature review will be devoted to research and theory on job involvement and work alienation. Finally, an integrative section will examine work relating the two constructs.

Job Involvement

Definitions of job involvement. There is a diversity of opinion on the definition of job involvement. Gechman and Weiner (12:521) used two somewhat different definitions of job involvement: a) "The degree to which a person is identified psychologically with his work," and b) "The effect of work on the individuals self-concept; the extent to which perceived job success affects self-esteem." They comment that if either of the definitions are accepted, then a measurement of work involvement is simply the amount of time an individual spends on work related matters beyond time required by the organization (12:521). But, they continue, this potentially useful measure of job involvement has rarely been used in studies of work behavior (12:521).

Lodahl and Kejner, commenting on the work of Dubin, see job involvement as the "internalization of values about the goodness of work or the importance of work in the worth of a person" (27:24). This internalization is a result of experiences earlier in life. Dubin defines the job involved person as one for whom work is a very important part of life, a "central life interest" (8:53). He points out that there is a connection between this "central life interest" and childhood experiences in society (8:53). The work organization builds its motivational systems on societal foundations.

> When a person internalizes a value, norm, goal, or behavior pattern, these become guides for future activity. Internalization means acceptance into the personal behavior systems and ways of thinking. It means literally, putting inside the social personality, modes of activities and thoughtways so they become, in the future, the basis for behavior and thought. These activities and thoughtways, in turn, have their origins, for any given person, in social experience (8:51-52).

According to Rabinowitz and Hall (33:265), a variety of terms have been used in describing job involvement. "Central life interest, work role involvement, ego-involved performance, occupational involvement, morale, intrinsic motivation, job satisfaction, and job involvement" have all been mentioned as forms of job involvement leading to two broad groupings of job involvement definitions, "performance self-esteem contingency" and "component of self-image" (33:265). Many research efforts (1:123, 15:60, 10:19, 42:167, 33:265,266) support the hypothesis that a person's self-esteem is affected by his level of performance, thus lending credance

to the "performance self-esteem contingency" concept.

A theme common to most views of job involvement is that the job-involved person is "one for whom work is a very important part of life" (33:266). The individual is affected personally by the whole job situation and environment (33:266). The non-job-involved person though does the "majority of his living off the job" (33:266). Work does not play a very important part of his psychological life, and he is not much affected by the type of work he does or how he does it (33:266). This does not imply however that the involved person is necessarily happy with his job; a very angry person can be just as involved in a job as a very happy one (33:266).

Rabinowitz and Hall's second classification of job involvement definitions, "component of self-image", is defined and explained using a definition written by Lodahl and Kejner; "job involvement is the degree to which a person is identified psychologically with his work, or the importance of work in his total self-image" (27:24). Lawler and Hall (25:310-311) agree with this definition by saying that job involvement is the "degree to which a job situation is central to the person and his identity." Maurer adds that job involvement is the "degree to which an individual's work role is important in itself, as well as the extent to which it forms the basis of self-definition, self-evaluation, and success-definition (29:26).

Saleh and Hosek (36:215) reviewed the various definitions of job involvement and classified them into four cate-

gories. A person is involved

> a) when work to him is a central life interest, b) when he actively participates in his job, c) when he perceives performance as central to his self-esteem, d) when he perceives performance as consistent with his self-concept (36:215).

They conducted a study to determine if measures derived from the four definitions of job involvement would cluster in a pattern confirming their taxonomy of definitions (36:215). Their study involved samples of university graduate students and managers and representatives of a large insurance company (36:215). Through factor analysis of survey results, they found support for three types of involvement, a, b, and c above. Although these three views of job involvement were factorially different, a common element existed between them (36:222). Saleh and Hosek proposed that the common thread was the "self-concept" (36:222). The self concept and job involvement may be linked in several ways. It may reflect the degree to which an individual identifies with his job, is an active participant in it, and considers performance important to self-worth (36:223). They concluded by saying that job involvement is a complex concept based on "cognition, action and feeling" (36:223).

These definitions indicate that job involvement may be a multifaceted concept and therefore cannot be easily defined. However, they all indicate that the job involved person sees his job as more than the means to an end. The job involved individual's job is viewed as a source of fulfillment beyond its purely financial compensation. It gives

him a sense of purpose in life and adds to his self-image. A person involved in his job sees it as a very important part of his life and therefore may pattern his lifestyle around his job.

Research on job involvement. Research has examined relations between job involvement and the Protestant Work Ethic. Hulin and Blood (18:49) describe the Protestant Work Ethic as the belief "work hard and you will get ahead. You are responsible for your destiny. Acceptance into the Kingdom of Heaven is dependent on hard work on this mortal earth" (18:49). It has been suggested that a person endorsing the Protestant Work Ethic would be a job involved person. This relationship was tested by Ruh and White (and reported by Rabinowitz and Hall [33:275]). A questionaire containing nine job involvement items and eight Protestant Work Ethic items was administered to 31 white collar public sector employees (33:275). The resulting intercorrelation between involvement and Protestant Ethic score was ".60 before correction for attenuation (using internal consistency reliabilities) and .87 after" (33:275). Rabinowitz, (as reported by Rabinowitz and Hall [33:275]), also found a positive relationship between Protestant Work Ethic and job involvement in a study of Canadian public sector employees (r=.20, p<.001; 33:275). These results indicated a strong positive relationship between the two constructs.

Research has also looked at relations between job involvement and age. Schwyhart and Smith (37:227) researched

the relationship between job involvement and age for two groups; 149 male middle managers and a replication sample of 58 males. Results with the first group yielded a significant age-involvement correlation (r=.18,p<.05). However, results from the second group were nonsignificant (r=.16,ns; 37:227). In a survey of 112 civil service and military engineering employees, Jones, James, and Bruni (21:148) found job involvement related to age (r=.36;p<.01). Lodahl and Kejner (27:31) conducted a study among 137 nursing personnel and found job involvement to be positively correlated with age at r=.26 (p .01). In a sample of engineers, they found no relationship (27:31). Rabinowitz and Hall (33:273) concluded that one reason for the conflicting results in this area is that the "effect of time on involvement is moderated by the degree of job success a person experiences." They argue that the critical factor, more than age or time, is the "kind of work reward and satisfaction the person receives over time" (33:273).

Locus of control has been examined as an antecedent of job involvement. Hall and Mansfield (16:534), reasoned that a person with an internal control locus and low dogmatism would be more job involved. Furthermore, Runyon (35:288,292) believes that internality and involvement are related and compatible with one another.

Not surprisingly, job involvement has often been viewed as an outgrowth of task characteristics and high growth needs. Rabinowitz and Hall (33:275) state that

individuals with strong growth needs should respond with high involvement to jobs that are high on autonomy, task identity, variety and feedback. According to Lawler, (24:160) those individuals who do not value these higher order needs would respond with frustration at having a too demanding job. These people would be looking in places other than their job for satisfaction of their needs (33:275). Maurer (29:46) sampled middle managers in 18 manufacturing firms. He found a positive relationship between esteem, autonomy, self-actualization need satisfactions, and job involvement. Also, Rabinowitz, (as reported by Rabinowitz and Hall [33:275]), in a study of Canadian public sector employees, found a positive relationship between higher order need strengths and job involvement (33:275).

Opportunities to participate in decision making may stimulate development of job involvement. In a study involving 2,755 employees of six manufacturing firms, Ruh and White (as reported by Rabinowitz and Hall [33:276]) found a significant correlation of .53 between participating in decision making and job involvement (33:276). White and Ruh (43:506) studied participative decision making and job involvement for groups of rank and file workers and management personnel. They found significant correlations of .44 ($p<.01$) and .53 ($p<.01$) for workers and management personnel, respectively (43:510).

A number of studies have reported relations between job involvement and job satisfaction. Lodahl and Kejner (27:31) found that in a sample of engineers job involvement correlated significantly with four job satisfaction dimensions: the work itself (r=.29,p<.01); promotion (r=.38,p<.01); supervision (r=.38,p <.01); and people (r=.37,p<.01). Similar results were found in a study conducted by Gannon and Hendrickson (11:340). They found that job involvement was significantly related to overall satisfaction (r=.36,p<.01), the work itself (r=.31,p< .01), supervision (r=.30,p<.01), and people (r=.27,p<.05) (11:340). Schuler, (as reported by Rabinowitz and Hall [33:280]) measured job involvement and satisfaction of 325 employees of a large manufacturing firm. He found job involvement was positively related to several dimensions of job satisfaction; work (r=.62,p<.001), promotion (r=.34,p<.001), supervision (r=.34, p<.001), and co-workers (r=.42,p<.001) (33:280).

A few studies have investigated the outcomes of job involvement. Particularly noteworthy is research between job involvement and employee attrition. The evidence is not unequivocal, however. Farris surveyed 192 engineers and 203 scientists and collected turnover data five years later (9:318). In the group of scientists, job involvement was moderately related to lower turnover (r=.44,p<.05); there was no relationship between job involvement and turnover found among the engineers (9:319). Wickert in a study of 600 female telephone company employees, found that those who left the company were less ego involved than those who

did not (44:188). Siegel and Ruh reported that in turnover data collected for 1,662 workers in a manufacturing firm, job involvement was negatively related to turnover, (r=-.17, p<.01; 40:323).

Rabinowitz and Hall reviewed the research efforts on job involvement. They were able to draw a verbal picture of the job involved person (33:284). They perceive the job involved person as a believer in the Protestant Work Ethic, older, having an internal locus of control, having strong growth needs, having a stimulating job, participating in decisions affecting him, satisfied with the job, having a history of success, and more likely to stay with the organization (33:284).

Work Alienation

According to Kanungo (22:120) the concept of work alienation has "lived through two distinct traditions, the rational and the empirical." While the rational approach comes mainly from theologians and philosophers, the empirical approach eminates from the more recent work of sociologists and psychologists. Our primary focus will be upon the empirical approach to alienation.

The rational approach focused on man being separated from God, one's own body, or other people, with the idea that there can be different types of alienation in different realms (ie. religious, social, family, etc.) (22:120). Following the same line of reasoning, social scientists of today talk about different forms of alienation: job, organ-

izational, family, urban, etc. (22:120). In empirical research, social scientists have found it more beneficial to regard alienation in a single well defined unit, as opposed to the study of alienation in a more global sense (22:120).

Alienation - a sociological approach. While theologians identified alienation as the state of man in his spiritual life, Marx associated alienation with man's relation to his working life (22:120). According to Marx (28:113), working on a job is the essential activity of man, "his free conscious activity - not a means for maintaining his life but for developing his universal nature." Marx goes on to say that most jobs provide conditions that alienate workers rather than involve them (28:111). He identified two factors responsible for alienation; workers are separated from the products of their labor and workers are separated from the means of production (28:111). Kanungo interprets the first condition as stemming from workers perceiving no ownership and thus no control over work products (22:121). Kanungo believes the second condition originates because the worker perceives no control over the means of production (22:121). Thus the worker is estranged and alienated from his work environment. Marx's concept centers around lack of autonomy and control of one's own behavior. This is clearly reflected in the following quotation from Marx:

> What constitutes alienation of labor? First, that work is external to the worker, that it is not part of his nature; and that consequently, he does not fulfill himself in his work but denies himself, has a feeling of misery rather than well-being, does not develop

> freely his mental and physical energies but is physically exhausted and mentally debased. The worker therefore feels himself at home only during his leisure time, whereas at work he feels homeless. His work is not voluntary, but imposed forced labor. It is not the satisfaction of a need, but only a means for satisfying other needs (28:110-111).

Weber's treatment of alienation is very similar to that of Marx (22:122). According to Gerth and Mills,

> Marx's emphasis upon the wage worker as being 'separated' from the means of production, becomes in Weber's perspective merely one special case of a universal trend (13:50). The modern soldier is equally 'separated' from the means of violence, the scientist from the means of inquiry, and the civil servant from the means of administration (13:50).

According to Kanungo, Weber, like Marx, placed emphasis on the freedom of decision, proving worth through work, and assuming responsibility (22:122).

Blauner (2:24) observed that the industrialization and urbanization of modern society has "destroyed the normative structure of a more traditional society and has uprooted people from the local groups and institutions which provided stability and security." Thus Kanungo says, modern men and women no longer feel a sense of security or belonging and find themselves isolated from others (22:120). This often results in normlessness and exhibits itself in different forms of urban unrest (22:122).

The impacts of Marx and Weber are evident in modern sociological writings on involvement and alienation (22:122). Dubin for instance, described the job involved person as one who considers work the most important part of life; a central life interest theory (8:51). On the other hand, the work

alienated individual perceives work as only a means to provide financial resourses to pursue off-the-job activities (22:122).

Seeman (38:784-790) attempted to clarify the concept of alienation by proposing five different states of alienation:

1. Powerlessness - "the expectancy or probability held by the individual that his own behavior cannot determine the occurence of the outcomes, or reinforcements he seeks;"

2. Meaninglessness - "a low expectancy that satisfactory predictions about the future outcomes of behavior can be made;"

3. Normlessness - "a high expectancy that socially unapproved behaviors are required to achieve given goals;"

4. Isolation - "assigning low reward value to goals or beliefs that are typically highly valued in the given society;"

5. Self-estrangement - "the degree of dependence of the given behavior upon anticipated future rewards, i.e., upon rewards that lie outside the activity itself."

Powerlessness is basically a lack of control in one's job and work environment. Geyer (14:13) states that:

> Power is not an attribute of a person, but of a relationship; it is often defined as the capability to control the number or effectivity of someone else's alternatives to act or react.

The number or effectiveness of possible alternatives is reduced. Individuals, standing alone, feel powerless to control or influence politics, the economy, or international events. The same sense of powerlessness is felt in the work environment. Korman, Wittig-Berman, and Lang believe that a major cause of alienation is the cognitive realization that one has been doing things because one is told to do

them (23:246). They view this as a loss of control over one's actions (powerlessness) (23:346). This leads to a sense of being manipulated and controlled. Israel continues in the same vein by saying that a person will feel powerless in a modern society when he realizes that he has little or no influence over his own destiny in the social system he belongs to (20:208). This can mean society as a whole or a particular social organization, i.e., the company he works for. Not only can a person experience powerlessness in relations with other people, but also in regards to the type of activity or task he performs (20:209). An assembly line worker, for example, has little influence over the speed of the assembly line or the activities he must perform (20:209). Israel summarized the state of powerlessness of the industrial worker in four points (20:209). First, a worker *senses* a loss of power when he *sees* that others have the power of decision over him (20:209). Second, and related to the first, powerlessness is felt when the worker is unable to influence the decision making process (20:209). Third, it occurs when an individual has no say in his employment or the terms of his employment (20:209). Last, a state of powerlessness is felt when the worker *cannot* influence or control the work process itself (20:209). Shepard agrees with Israel by describing powerlessness as "a perceived lack of freedom and control on the job" (39:13-14). Blauner expresses similar views by stating that the "powerlessness varient of alienation at work results from the mechanization process that controls

the pace of work and control on the job" (2:16).

Kanungo analyzed powerlessness in motivational terms by suggesting that if a situation continually frustrates a persons requirement for control and autonomy, a state of alienation will occur (22:123).

Meaninglessness, according to Kanungo, will develop when the individual is unable to predict social situations and the outcomes of his or other's behavior (22:123). In a work environment meaninglessness may stem from job specialization and division of labor (22:123). Kanungo holds that breaking a job down into small minute tasks removes decision making and responsibility from the worker (22:122). Thus a person is robbed of any real sense of purpose which may evolve to a sense of meaninglessness. This state can also occur if a person sees no relationship between his job and the total overall objectives of the organization (22:122). For instance, Israel states that meaninglessness exists when a person no longer understands the functions of the social organization to which he belongs (20:210). As the labor process becomes more complicated, a worker has less of an understanding of the entire process. Israel held that this variant of alienation exists when a) the individual becomes drowned in the same day-to-day routine; b) the worker is allowed to work only on certain parts of a product and rarely sees the finished product; and c) the worker has little or no responsibility for the work he does (20:210).

Normlessness has its roots in anomie, a condition perceived in a person's social environment. It may be manifested as a breakdown in the social norms that regulate individual conduct (22:123). Kanungo believes that normlessness can exist when a person perceives that previously accepted social norms are no longer effective in guiding ones behavior in pursuit of personal goals (22:123). In this case, an individual may resort to socially unacceptable behavior in his attainment of objectives. Thus, having norms different from others, a person may perceive himself as being separate from society; a state of alienation (22:123). Israel agrees to the previously mentioned definition of normlessness and adds to it (20:211). First, he says that normlessness can occur if work is seen as only a means to an end (20:211). Second, Israel contends that normlessness can exist when there are conflicts between labor and management (20:211).

Isolation is related to normlessness. An organization should provide opportunities for a worker to develop a sense of membership and belonging (22:124). Kanungo believes that a continuous frustration of this need for belonging may be the crucial factor in the isolation form of alienation (22:124). Commenting on the work of Jones and Gerard, Kanungo says that by belonging to a group, an individual fulfills the need to belong (22:124). However, when the group norms are seen to be in conflict with personal goals, they no longer influence a person (22:123). The group loses its normative influence on the individual

leaving him in a state of isolation in relation to the group (22:124). Israel views isolation and normlessness as related. A person experiencing a state of normlessness accepts the goals of the organization, but does not necessarily use legitimate means to achieve them (20:212). The isolated worker, in going one step further, does not accept the goals. The result, according to Israel is manifested in one of two ways. First, a person may adhere very closely to the means of reachnig goals; this may in fact hinder the organization from achieving its goals (20:212). Second, a person may develop negative attitudes toward the group's goals ultimately leading to isolation (20:212).

The fifth and final variant of alienation, self-estrangement, is a somewhat elusive concept (38:789). According to Seeman, a person experiences self-estrangement when work is not rewarding in itself, but it serves only as a means to satisfy extrinsic needs and support leisure time activities (38:790). Blauner suggests that if a job does not provide the opportunity for expressing the unique abilities or personality of an individual, self-estrangement can occur (2:26). Israel comments that in this form of alienation, a person is not interested in what he does or his job performance, but only in the amount of time involved in accomplishment of work (20:213). Kanungo sees self-estrangement at the heart of the alienation concept, as if the other varients are antecedents of self-estrangement (22:124). Blauner affirms this belief with the following statement:

> When work activity does not permit control (powerlessness), evoke a sense of purpose (meaninglessness), or encourage larger identification (isolation), employment becomes simply a means to the end of making a living (2:3).

Research on alienation. According to Kanungo (22:125), psychologists have only recently shown an interest in the concept of alienation and have taken a purely empirical approach to its study. He further states that psychological theories designed to describe and explain work alienation processes do not exist (22:126).

Lefkowitz and Brigando performed research to test the relationship between alienation and job satisfaction (26:115). Their purpose was to shed light on the "relative uniqueness or redundancy" of the two concepts (26:118). They administered a questionaire to 425 engineers of a computer manufacturing firm (26:118). The questionaire consisted of two sets each of often used multi-dimensional scales of job satisfaction and job alienation (26:118). Through the multi-trait, multi-method matrix technique, they found acceptable evidence of convergent validity for the trait measures of both job alienation and job satisfaction (26:115). However, there was little evidence of discriminant validity between the two concepts.

Korman et al. also studied work alienation and its relation to overall job satisfaction (23:344). They viewed alienation as either personal or social (23:344). They tested their theories of alienation against four work/life experiences a) "expectancy disconfirmation"; b) "contradictory role

demands"; c) "a sense of external control"; and d) "a loss of affilitive satisfactions" (23:344). Two different samples were used; the first a group of alumni from a large school of business administration and the second a group of M.B.A. students (23:347). The results of their work suggest support for three of the four work/life experiences relating to work alienation (23:356). The fourth work/life experience, sense of external control, did not relate significantly to levels of alienation from work (23:357).

Blood and Hulin investigated the effects of local cultural values on the development of worker alienation (3:284). They theorized that workers raised in urban environments would be alienated from middle class values, whereas workers in rural areas would not be so alienated. Data were gathered from 1900 male workers in 21 different plants (3:285). Variables measured in the study included environmental characteristics such as living conditions, city size and density, cost of living, etc. (3:287). The results indicate that workers living in communities which are presumed to foster alienation from middle-class norms (urban areas) structure their lifestyle and jobs differently from workers coming from communities where adherence to middle-class norms (rural areas) is expected (3:289).

Involvement and Alienation - An Integration

Previous to Kanungo's proposal that job involvement and work alienation are components of the same psychological construct, the concepts were treated as two distinct and

separate dimensions. Psychologists have studied job involvement at an individual level of analysis as an aspect of motivational theories (22:126). For example, Vroom believes that a person attempts to satisfy needs for self-esteem through his work and this leads to development of job involvement (42:161). He emphasizes that intrinsic-need satisfaction is the essential condition for higher job involvement (42:161).

Alienation, on the other hand, is studied by sociologists at a collective level as a sense of separation from work, society, etc.; a dissociative state of the individual in relation to other elements in his environment (22:120). Marx, for instance, viewed alienation as a lack of autonomy and control in ones behavior (28:111). Additionally, the five variants of alienation proposed by Seeman all relate to a "subjectively felt psychological state of the individual, caused by different environmental conditions" (22:122).

Departing from existing precedent, Kanungo believes that job involvement and work alienation should be treated as a single dimension (22:131). He based this idea on the belief that even though sociologists describe alienation at the collective level, they explain the phenomenon in terms of the psychological state of the individual (22:131). At times alienation is used to imply social conditions as observed by others and later attributed to individuals (22:128). Other times, it is viewed as a psychological state of the individual and not related to outsiders (22:128). For example, increased mechanization and division of labor is viewed as

contributing to a state of alienation (22:128). Kanungo however, believes that for some workers, this mechanization may increase job involvement (22:128). Thus Kanungo draws the conclusion that if job involvement and work alienation are both states of the individual, they should be treated as a single dimension (22:131). Kanungo is inclined to view job involvement and work alienation, not as separate and unique psychological processes, but rather as bipolar extremes along a single psychological dimension descriptive of a worker's psychological association with the job.

To date, there has been no direct research on the relationship between job involvement and work alienation. There has been, however, research conducted on the two concepts as they each apply to other job related concepts. For example, Lefkowitz and Brigando, testing the relationship between job satisfaction and job alienation, found evidence of convergent validity but not discriminant validity (26:115). Additionally, Korman et al. tested work alienation and job satisfaction (23:344). They also found overlap between job involvement and job satisfaction (23:344). Job satisfaction has also been found to relate significantly to job involvement in a number of other studies (27:31; 33:286,n.3; 11:340). These studies indicate that job involvement, work alienation, and job satisfaction are in some fashion related (22:129).

Research Hypotheses

It is evident that ambiguity exists concerning the relationship between job involvement and work alienation.

This study attempts to explore interrelationships between and among different measures of job involvement and work alienation. Based upon a review of the literature the following hypotheses are offered:

Hypothesis 1: Measures of job involvement will exhibit convergent validity (will intercorrelate significantly).

Hypothesis 2: Measures of work alienation will exhibit convergent validity (will intercorrelate significantly).

Hypothesis 3: Measures of different constructs (job involvement and work alienation) will exhibit discriminant validity (will not intercorrelate significantly).

Hypothesis 4: Factor analysis will produce factor structures with independent factors composed of job involvement and work alienation measures.

CHAPTER III

Method

Sample

The sample was obtained at a small Midwestern university. The participants were 95 part-time MBA students representing a heterogeneous mixture of careers: sales-7, professional and technical-44, managerial-37, and all others-14. Participants average length of employment with their present employers was 3.6 years. The average age of the sample group was 28.4 years. Respondents had an average education level (number of years in school) of 16.6 years and came from a town with the average population of approximately 100,000 people.

Measures

Several different measures of Job Involvement and Work Alienation were included in the survey questionnaire.

Lodahl and Kejner's job involvement measure. Lodahl and Kejner's (27:29) job involvement scale was included in the survey. This widely circulated index of job involvement contains 20 5-point Likert type items ranging from (1) strongly disagree to (5) strongly agree. Four subscales (factors) were derived from this measure corresponding to the four factors identified by Lodahl and Kejner in a factor analysis (27:27-8). Cronbach's alpha reliability estimates for the four separate factors are as follows: L&K Factor 1, .73; L&K Factor 2, .66; L&K Factor 3, .45; L&K Factor 4, .50. Further discussion of

the psychometric properties of this measure may be found in Lodahl and Kejner (27:26-8).

Patchen's job involvement scale. Patchen's Job Involvement scale (31:45) was also included as an index of job involvement. This particular measure contains four items distributed on 5-point response scales. The Cronbach alpha reliability estimate for this measure was calculated to be .55. Information on the psychometric properties and derivation of this measure may be found in Robinson, Athanasiou, and Head (34:209-211).

Steel et al's job involvement scale. Steel, Kohntopp, and Horst developed a job involvement scale in an attempt to extend work begun by Saleh and Hosek (41:7). Three 5-item, 7-point Likert scales in this measure index a) Work Participation, b) Central Life Interest, and c) Self-Concept job involvement factors identified by Saleh and Hosek. The first five items in the Work Participation scale measure the respondents perceived opportunity to actively participate in the job. These items appear on a response scale ranging from (1) never to (7) always. All remaining items dealing with job involvement as a Central Life Interest and as an element of the Self-Concept are arranged on 7-point scales from (1) strongly disagree to (7) strongly agree.

The actual items used are the following:

A. Work Participation Factor

1. How much chance do you get to use the skills you have learned for your job?

2. How much chance do you get to try out your own ideas?

3. How much chance do you get to do things your own way?

4. How much chance do you get to do the kinds of things you are best at?

5. How much chance do you get to feel at the end of the day that you've accomplished something?

B. Central Life Interest Factor

6. The most important things that happen to me involve my work.

7. The most important things I do involve my work.

8. The major satisfaction in my life comes from my job.

9. The activities which give me the greatest pleasure and personal satisfaction involve my job.

10. I live, eat, and breathe my job.

C. Self-Concept Factor

11. I would rather get a job promotion than be a more important member of my club, church, or lodge.

12. How well I perform on my job is extremely important to me.

13. I feel badly if I don't perform well on my job.

14. I am very personnally involved in my work.

15. I avoid taking on extra duties and responsibilities.

Ultimately, items 11 and 15 were eliminated following Steel et al (41:7). The three scales, Work Participation, Central Life Interest, and Self-Concept, yielded reliability coefficients of .84, .88, and .66, respectively.

Classical alienation scale. A work alienation scale was developed following the approach taken by Shepard. Shepard maintained that alienation was manifested by a sense of:

> powerlessness - where the worker feels that he is an object dominated and controlled by other people or a technological system of production such that, as subject, he cannot alter his condition. Powerlessness was measured by a single item which stated, "Working in my job has left me with the feeling that I have little control or influence over what is done."
>
> meaninglessness - individual roles are perceived as lacking integration into the total system of goals of an organization. This aspect of alienation wa. measured by asking, "It often seems that what I do on this job is trivial and valueless."
>
> normlessness - the perceived extent to which upward mobility in the company required illegitimate tactics as opposed to achievement on the basis of merit. Normlessness was measured by having participants rate the degree to which "People I work around will do anything to achieve their personal ends."
>
> instrumental work orientation - the degree to which work is valued primarily as a means to nonwork ends rather than valued for its intrinsic rewards. An index of instrumental work orientation was obtained with the item "I only work at my job to receive my pay."
>
> self-evaluative involvement - the degree to which one evaluates oneself with regard to the work role. This aspect of involvement was measured with the item "I get little opportunity to socialize with other workers in my immediate work environment." (39:13-17)

Single items were developed to assess each of these five aspects of alienation. Responses were arranged on 7-point scales ranging from (1) agree to (7) disagree. Internal consistency reliability for a summated score was .64.

Nonaffective alienation scale. Kanungo (22:131) postulated that work alienation is a cognitive rather than an

affective outcome. He criticized current measures of alienation, such as Shepard's (22:131), which contain emotion-laden content. An attempt was made to develop a four-item scale which concentrated solely upon the cognitive aspects of work alienation and avoided confounding with affective material. This instrument contains four Likert-type items with 7-point response scales ranging between strongly disagree (1) and strongly agree (7). The reliability of this measure was computed at .44.

Pearlin's alienation scale. An instrument developed by Pearlin (32:315) was also included in this questionnaire. Specific properties of this measure are described in Robinson, Athanasiou, and Head (34:203-205). This measure contains four items with response scales unique to each item. The reliability coefficient (Cronbach alpha) associated with this particular measure was .30.

Overall alienation scale. A direct 5-point item attempted to measure overall work alienation. With a response continuum from strongly disagree (1) to strongly agree (5), the item asked, "Overall, I would describe myself as alienated from my job."

Procedure

Data collection. A survey was distributed to participants during class time. The questionnaire was developed by an organizational psychologist at the Midwestern University at which the survey was conducted. The respondents were guaranteed anonymity and advised of the voluntary status of

their participation. The response rate for the survey was virtually 100%. Only students with regular full-time gainful employment were invited to participate. A total of 102 responses were received. Through elimination of cases for missing data or nonregular employment, sample size was reduced to 95 cases. All respondents desiring feedback were provided a point of contact to discuss survey results.

Purpose. The goal of this study was to examine the construct validity of job involvement and work alienation. Validity is defined as the proportion of true variance that is relevant to the purpose of the measurement procedure (5:85). Methods of validation may be both predictive and descriptive. Standard validation processes are routinely based upon one of four principle techniques: content validity, construct validity, concurrent validity, or predictive validity. As stated, the focus of this research was upon the construct validity of two psychological processes, job involvement and work alienation. Construct validity may be confirmed in several ways. Internal consistency, expert opinion, correlation of a new procedure with an already proven measurement method, factor analysis, natural separation of measurement scores into groups, demonstration of systematic relationships, and convergent and discriminant validation. This study employed validation methods of factor analysis and examination of some elements of convergent and discriminant validity (4:81). This was done by determining whether scores which purportedly measure some construct are related to other measures of the

same construct (convergent validation), and whether scores on dissimilar measures tend to be unrelated (discriminant validation) (5:96).

Multitrait - Multimethod Matrix. An acceptable and well recognized method for determining construct validity is through the use of the Multitrait - Multimethod matrix (4:81-5). This procedure uses correlational results to compare relative magnitudes of convergent and discriminant validity coefficients for a mixture of measured traits (constructs) and measurement methods. The procedure yields four aspects of construct validity:

1. the relationship between similar traits using similar measurement methods. (reliability)
2. the relationship between different traits using similar measurement methods. (discriminant validity: method variance)
3. the relationship between different traits using different measurement methods. (discriminant validity)
4. the relationship between similar traits using different measurement methods. (convergent validity)

To support a trait's construct validity, convergent validity coefficients should be greater than zero and large enough to encourage further study (usually construed as statistical significance). Additionally, convergent validity correlations should be greater than discriminant validity coeffi-

cients described in items 2 and 3 above.

Reliability (internal consistency) may also be used in this method to further substantiate the validity of a particular measurement process. While not true validity in the sense that it deals with relationships between independent measures, reliability does indicate the degree of purity of operational definitions. Psychometric theory would suggest that greater homogeneity of measures (as reflected in internal consistency reliability) would indicate a high degree of definitional and conceptual accuracy (5:96-7).

The logic and understandability of the Multitrait-Multimethod matrix method makes it intuitively compelling. It does, however, have limitations. Its greatest limitation, for our purposes, is that correlations are determined by effects of traits and methods on measured variables as well as by the intercorrelation of traits and methods (5:97). Since our particular study lacked heterogeneity of measurement methods, direct application of the Multitrait - Multimethod matrix to our problem was not entirely feasible. This study, however, attempted to model the Multitrait - Multimethod process by examining relationships analogous to convergent validity (comparison of similar constructs using different operational definitions) and discriminant validity (comparison of different constructs using different operational definitions).

Correlational analysis. Intercorrelations between all measures of job involvement and work alienation were

computed. Median intercorrelations were calculated among all involvement measures, all alienation measures, and between involvement and alienation measures. The median intercorrelations among alienation and involvement measures were used to determine the comparability of operational definitions of the same construct (like convergent validity). The median intercorrelations between involvement and alienation tested the divergence of different operational definitions of different constructs (like discriminant validity). Internal consistency reliabilities (Cronbach alphas) were used to assess the homogeneity of operational definitions to suggest the conceptual purity and upper bounds of all validity estimates (5:78).

The data was intercorrelated using Pearson's product-moment correlation coefficient. Sample sizes vary slightly across statistics since pairwise deletion of missing data was used.

Factor analysis. This is a generalized procedure for locating and defining dimensional space among a relatively large group of variables. Factor analysis attempts to locate clusters of valid factors out of larger sets of variables (30:10). The goal of this procedure is to help determine the degree of relationship between the variables and the phenomena being studied. Its use is to analyze the intercorrelations within a set of variables. A situation for application of factor analysis would be the scaling of a set of responses that sample a particular psychological

or sociological domain (7:151).

Factor analytic procedures used in the present study were principal components and principal axes factoring procedures. Each procedure was performed several times. Two and three factor solutions were obtained as well as one which established minimum eigenvalues equal to 1.0. Varimax rotation was employed in all analyses. The varimax rotated matrix was analyzed in all cases to examine the configuration of factor loadings.

The principal components factoring procedure does not alter the main diagonal of the correlation matrix. In this particular method, the importance of a factor is determined by calculating the proportion of total variance accounted for by that factor. This is determined by the eigenvalue for that particular component (30:479-480).

The principal axes factoring procedure automatically replaces the main diagonal with communality estimates. Additionally, an iterative process is used which attempts to improve the estimates of communality. At present this is the most widely accepted factoring method (30:480).

Harris' method, described in Steel et al. (41:10-11), was employed to determine the appropriate number of factors necessary to summarize the data. The procedure requires the comparison of factor structures having the same number of factors produced by several factoring techniques. The correct number of factors is determined by a correspondence among factoring methods extracting the same number of general factors.

Prior to the determination of factor loadings, low communality items were eliminated. Low communality is defined as below .20 and .30 for principal axes and principal components factoring methods, respectively.

To prevent the use of an arbitrary value (i.e., .40 or .30) for determining item loading significance, a smallest maximum loading criterion was used. In this process the largest absolute value loading for all items was determined and the smallest of these loadings is then used as the standard for comparison to judge the significance of all remaining item loadings.

A factor analysis with a minimum eigenvalue set at 1.0 was also used to obtain initial impressions about the number of likely factors. This procedure was performed using the principal components and principal axes factoring procedures.

CHAPTER IV

Results

Construct Validity

Pearson product-moment correlation coefficiants were computed between all measures in the study. The purpose was to determine the relationship between and among job involvement and work alienation measures to investigate the convergence of measures of similar constructs (convergent validity) and the divergence of measures of presumed distinct constructs (discriminant validity).

Items 1 through 8 of Table 1 represent the job involvement measures in the study. Items 9 through 12 show the work alienation items measured in the present study. The main diagonal shows the reliability estimates of each particular measure based upon Cronbach's alpha statistic. Intercorrelations among all variables are given in the table.

Three types of intercorrelations are shown in the table. The large triangle contains intercorrelations among different job involvement measures. Since these are measures of the same construct, they represent convergent validity among measures of job involvement. Likewise, the intercorrelations among different work alienation variables (shown in the small triangle) indicate the degree of convergent validity common to different work alienation measures. The correlations in the rectangle reflect the degree of discriminant validity between the job involvement and work alienation constructs.

TABLE 1

INTERCORRELATION MATRIX OF INVOLVEMENT (1-8) AND ALIENATION (9-12) VARIABLES

VARIABLE	1	2	3	4	5	6	7	8	9	10	11	12
Job Involvement												
1. Patchen	(.55)											
2. Steel et al. Work Participation	.44**	(.84)										
3. Steel el al. Central Life Interest	.33**	.32**	(.88)									
4. Steel et al. Self Concept	.38**	.32**	.46**	(.66)								
5. L&K Factor 1	.28**	.21*	.64**	.39**	(.73)							
6. L&K Factor 2	.44**	.35**	.42**	.48**	.47**	(.66)						
7. L&K Factor 3	.34**	.34**	.46**	.49**	.47**	.41**	(.45)					
8. L&K Factor 4	.28**	.16	.22*	.18	.45**	.24*	.30**	(.50)				
Work Alienation												
9. Classical Alienation	-.34**	-.55**	-.28**	-.30**	-.22**	-.49**	-.40**	-.06	(.64)			
10. Nonaffective Alienation	-.43**	-.32**	-.45**	-.52**	-.59**	-.56**	-.49**	-.49**	.36**	(.44)		
11. Pearlin Alienation	.05	.11	-0-	-.08	.17	.14	-.10	.05	-.08	-.17	(.30)	
12. Overall Alienation	-.32*	-.46**	-.23*	-.40**	-.23*	-.30**	-.21*	-.08	.33**	.36**	.02	(-)

* - indicates $p<.05$

** - indicates $p<.01$

Generally, negative relationships existed between involvement measures and alienation measures. This finding would be consistent with the view espoused by Kanungo. He conceives of involvement and alienation as bipolar opposites anchoring the extremes of a single continuum (22:120). Negative relationships would be implied from this perspective.

Pearlin's alienation measure had extremely low correlations with all other measures. It also possessed low reliability. Therefore it was excluded from further analysis.

Median correlations were determined for the intercorrelations among involvement ($\underline{r}$ = .37), alienation ($\underline{r}$ = .25), and between involvement and alienation measures ($\underline{r}$ = .30). With N = 95, all of the median r's would be significant beyond the .05 level of significance. The results would indicate that different involvement measures showed more convergent validity than did different alienation measures. The latter finding (low intercorrelation among work alienation measures) may, no doubt, be partially attributed to their generally poor reliabilities. A moderate level of intercorrelation existed between job involvement and work alienation measures. This finding fails to support the hypothesis (hypothesis 3) that the two constructs are different and makes feasible acceptance of Kanungo's thesis that job involvement and work alienation are elements of a single psychological continuum.

Table 2 provides the means and standard deviations for all variables.

TABLE 2

MEANS AND STANDARD DEVIATIONS FOR ALL VARIABLES

VARIABLE	$\bar{X}$	SD
Patchen	15.14	2.31
Steel et al. Work Participation	25.21	4.64
Steel et al. Central Life Interest	15.88	7.43
Steel et al. Self Concept	17.73	2.81
L&K Factor 1	19.98	3.86
L&K Factor 2	13.87	2.76
L&K Factor 3	7.68	1.57
L&K Factor 4	14.29	2.57
Classical Alienation	13.06	4.94
Nonaffective Alienation	11.81	3.92
Pearlin Alienation	11.36	1.64
Overall Alienation	2.00	1.38

Factor Analysis

Summated scale results. A factor analysis was carried out on the entire set of involvement and alienation measures. This analysis involved factoring total summated scores for these measures. Principal components and principal axes factoring methods employing varimax rotation were used to determine factor solutions. Tables 3 through 6 give the final varimax rotated matrices for principal components analysis, three factors; principal axes analysis, three factors; principal components analysis, two factors; and principal axes, two factors, respectively.

Items with communalities below .30 for the principal component factoring procedure and .20 for the principal axes factoring procedure were dropped from the analysis. The Pearlin alienation scale was eliminated from both two factor solutions due to extremely low final communality estimates of .02 for principal factor analysis and .01 for principal axes factor analysis. This low communality suggested that this variable bore little similarity to the entire set of variables. This relationship was also noted during the correlational analysis.

The factor analysis which extracted three factors indicated that no more than two general factors underlay this data. For this reason, the factor analysis using a minimum eigenvalue of 1.0 was not required to obtain a first impression of the number of general factors. In the three factor solutions the first two factors accounted for 51.5%

TABLE 3

PRINCIPAL COMPONENTS FACTOR ANALYSIS EXTRACTING THREE FACTORS

VARIABLE	FACTOR 1	FACTOR 2	FACTOR 3
Patchen	.35	.54*	.02
Steel et al. Work Participation	.07	.81*	.07
Steel et al. Central Life Interest	.63*	.32	.21
Steel et al. Self Concept	.48*	.46	.37
L&K Factor 1	.84*	.16	.06
L&K Factor 2	.48	.58*	.07
L&K Factor 3	.55*	.41	.36
L&K Factor 4	.73*	.08	.12
Classical Alienation	.08	.78*	.04
Nonaffective Alienation	.74*	.39	.09
Pearlin Alienation	.12	.12	.91*
Overall Alienation	.17	.68*	.12

* - significant factor loading

TABLE 4

PRINCIPAL AXES FACTOR ANALYSIS EXTRACTING THREE FACTORS

VARIABLE	FACTOR 1	FACTOR 2	FACTOR 3
Patchen	.33	.48*	.03
Steel et al. Work Participation	.09	.77*	.09
Steel et al. Central Life Interest	.58*	.32	.13
Steel et al. Self Concept	.48*	.44	.27
L&K Factor 1	.82*	.15	.11
L&K Factor 2	.47	.53*	.08
L&K Factor 3	.52*	.41	.27
L&K Factor 4	.52*	.05	.10
Classical Alienation	.14	.67*	.04
Nonaffective Alienation	.70*	.39	.13
Pearlin Alienation	.08	.06	.60*
Overall Alienation	.23	.56*	.05

* - significant factor loading

of the total variance in both instances (i.e. - principal components and principal axes procedures).

Table 5 shows the results for principal components factor analysis extracting two factors. Factor loadings from work alienation and job involvement measures are mixed on both factors. Neither factor can therefore be identified as either purely involvement or purely alienation. Table 6 contains the factor structures for the two factor principal axes approach. Again, the pattern of loadings was mixed and neither factor was wholly associated with either construct. There is a slight tendency for involvement measures to load higher on factor one and for alienation measures to load on factor two. The most reasonable conclusion from the present findings, however, is that measures of alienation and involvement were not perceived as totally independent dimensions by the respondents.

Factor analysis of selected scales. An additional factor analysis was performed which employed selected involvement and alienation scales. This procedure factor analyzed item scores rather than summated scale scores. Measures used in this analysis were chosen based upon their internal consistency reliabilities. Two involvement scales (Lodahl and Kejner's Factor 1 and Steel et al.'s Work Participation Scale) and one alienation measure (Classical alienation) were used in this investigation. Tables 7 and 8 display results for principal component and principal axes factor analyses where the minimum eigenvalue was set equal to 1.0.

TABLE 5

PRINCIPAL COMPONENTS FACTOR ANALYSIS EXTRACTING TWO FACTORS

VARIABLE	FACTOR 1	FACTOR 2
Patchen	.36	.53*
Steel et al. Work Participation	.07	.81*
Steel et al. Central Life Interest	.64*	.33
Steel et al. Self Concept	.51*	.48
L&K Factor 1	.83*	.15
L&K Factor 2	.48	.57*
L&K Factor 3	.57*	.43
L&K Factor 4	.73*	.10
Classical Alienation	.08	.77*
Nonaffective Alienation	.74*	.37
Overall Alienation	.18	.68*

* - significant factor loading

TABLE 6

PRINCIPAL AXES FACTOR ANALYSIS EXTRACTING TWO FACTORS

VARIABLE	FACTOR 1	FACTOR 2
Patchen	.33	.48*
Steel et al. Work Participation	.09	.76*
Steel et al. Central Life Interest	.58*	.32
Steel et al. Self Concept	.48*	.44
L&K Factor 1	.82*	.15
L&K Factor 2	.47	.52*
L&K Factor 3	.51*	.41
L&K Factor 4	.53*	.04
Classical Alienation	.14	.67*
Nonaffective Alienation	.70*	.38
Overall Alienation	.23	.57*

* - significant factor loading

TABLE 7

PRINCIPAL COMPONENT FACTOR ANALYSIS WITH MINIMUM EIGENVALUE EQUAL TO 1.0

VARIABLE	FACTOR 1	FACTOR 2	FACTOR 3	FACTOR 4	FACTOR5
L&K Factor 1					
item 3	.01	.84*	.01	.10	.04
item 6	.17	.73*	.04	.05	00
item 8	.09	.01	.05	.06	.90*
item 10	.03	.74*	.16	.24	.03
item 11	.03	.53*	.44	.06	.43
item 14	.14	.75*	.05	.06	.05
item 15	.22	.11	.67*	.04	.42
Steel et al. Work Participation					
item 1	.54*	.04	.61*	.02	.09
item 2	.86*	.03	.08	.08	.05
item 3	.80*	.04	.02	.01	.01
item 4	.73*	.08	.22	.16	.03
item 5	.74*	.06	.24	.14	.11
Classical Alienation					
item 1	.76*	.10	.05	.22	.22
item 2	.71*	.15	.10	.29	.04
item 3	.08	.17	.02	.83*	.04
item 4	.08	.27	.30	.60*	.13
item 5	.14	.23	.65*	.30	.06

* - significant factor loading

TABLE 8

PRINCIPAL AXES FACTOR ANALYSIS WITH MINIMUM EIGENVALUE EQUAL TO 1.0

VARIABLE	FACTOR 1	FACTOR 2	FACTOR 3	FACTOR 4	FACTOR 5
L&K Factor 1					
item 3	.01	.83*	00	.12	.06
item 6	.16	.65*	.07	.07	.02
item 8	.10	.04	.06	.06	.57*
item 10	.01	.65*	.10	.13	.06
item 11	.02	.48*	.30	00	.37
item 14	.14	.67*	.05	.09	.07
item 15	.22	.11	.55*	.11	.31
Steel et al. Work Participation					
item 1	.51*	.03	.60*	.08	.10
item 2	.84*	.04	.09	.06	.03
item 3	.73*	.06	.04	.01	00
item 4	.68*	.08	.23	.19	.03
item 5	.68*	.07	.28	.08	.13
Classical Alienation					
item 1	.72*	.09	.06	.25	.25
item 2	.64*	.13	.12	.31	.08
item 3	.07	.13	.04	.62*	.01
item 4	.09	.23	.22	.40*	.13
item 5	.18	.18	.43*	.32	.05

* - significant factor loading

This was done to obtain a preliminary idea of the number of factors necessary to describe the data. Five factors were produced having eigenvalues larger than the minimum of 1.0, but when loadings were examined it was determined that only four factors possessed multiple loadings.

Further analysis was directed toward identifying a factor structure containing only general factors. Principal components and principal axes factor analyses were performed with the number of factors to be extracted set at four and three factors. The results are reported in Tables 9 through 12. Again, a minimum final communality criterion was established at .30 for principal components factor analysis and .20 for principal axes factor analysis. All variables, except as noted below, had communality estimates above the minimum levels set. Lodahl and Kejner's Factor 1, item 8 was eliminated from the principal axes four factor structure because of a communality value of .06 (Table 10). Lodahl and Kejner's Factor 1, items 8 and 15 were purged from the three factor principal component analysis with communalities of .18 and .29, respectively (Table 11). The principal axes three factor analysis had Lodahl and Kejner's Factor 1, item 8 (communality = .06) and the Classical alienation, item 3 (communality = .18) dropped for the same reason (Table 12).

Tables 9 and 10 present factor structures for the principal components and principal axes factor analyses extracting four factors. Across the two factoring procedures

TABLE 9

PRINCIPAL COMPONENT FACTOR ANALYSIS (FOR ITEMS)
EXTRACTING FOUR FACTORS

VARIABLE	FACTOR 1	FACTOR 2	FACTOR 3	FACTOR 4
L&K Factor 1				
item 3	.01	.84*	.13	.08
item 6	.18	.72*	.10	.02
item 8	.08	.04	.12	.88*
item 10	.01	.72*	.02	.06
item 11	.03	.60*	.27	.29
item 14	.15	.74*	.11	.03
item 15	.29	.08	.43	.56*
Steel et al. Work Participation				
item 1	.62*	.09	.41	.05
item 2	.87*	.03	.04	.03
item 3	.79*	.05	.05	.03
item 4	.74*	.07	.23	.06
item 5	.77*	.05	.02	.16
Classical Alienation				
item 1	.74*	.12	.14	.20
item 2	.70*	.15	.25	.03
item 3	.03	.18	.62*	.02
item 4	.08	.29	.63*	.08
item 5	.21	.17	.67*	.07

* - significant factor loading

TABLE 10

PRINCIPAL AXES FACTOR ANALYSIS (FOR ITEMS)
EXTRACTING FOUR FACTORS

VARIABLE	FACTOR 1	FACTOR 2	FACTOR 3	FACTOR 4
L&K Factor 1				
item 3	00	.80*	.05	.12
item 6	.15	.64*	.10	.06
item 10	.01	.66*	.13	.14
item 11	.06	.51*	.29	.01
item 14	.15	.67*	.07	.09
item 15	.27	.12	.42*	.10
Steel et al. Work Participation				
item 1	.48*	.07	.67*	.02
item 2	.82*	.03	.12	.06
item 3	.72*	.05	.07	.01
item 4	.67*	.07	.26	.17
item 5	.69*	.07	.27	.11
Classical Alienation				
item 1	.74*	.11	.07	.24
item 2	.65*	.13	.16	.28
item 3	.08	.13	.08	.62*
item 4	.07	.25	.28	.38*
item 5	.16	.16	.48*	.29

* - significant factor loading

the Lodahl and Kejner job involvement items are loaded onto factor two and the Steel et al. job involvement items clustered with factor one. The alienation items are mixed across factors one, three, and four. The factor structures across the two factoring methods indicate substantial factor instability, particularly for factors three and four. In order to determine if a more stable factor structure may be isolated, principal components and principal axes factor analyses extracting three factors were performed. The results are given in Tables 11 and 12. These results are not totally uniform, but are slightly more consistent across procedures. Two clear involvement factors may be seen corresponding to Lodahl and Kejner's job involvement scale and Steel et al.'s job involvement measure. Two work alienation items loaded onto one job involvement dimension and the remainder loaded on factor three constituting, to some extent, an independent work alienation factor.

In both factor analyses (summated scores and individual items) job involvement and work alienation measures failed to completely yield clear, independent factors. The item based factor analysis tended more toward yielding independent factors of the two constructs, but results were still somewhat equivocal.

Conclusion

Overall, the results suggest that a relationship does exist between job involvement and work alienation, although it may be premature to characterize them as points on a

TABLE 11

PRINCIPAL COMPONENT FACTOR ANALYSIS (FOR ITEMS)
EXTRACTING THREE FACTORS

VARIABLE	FACTOR 1	FACTOR 2	FACTOR 3
L&K Factor 1			
item 3	.01	.82*	.16
item 6	.17	.72*	.11
item 10	.02	.72*	.03
item 11	.01	.63*	.22
item 14	.15	.74*	.12
Steel et al. Work Participation			
item 1	.64*	.10	.34
item 2	.85*	.03	.05
item 3	.78*	.05	.03
item 4	.75*	.07	.24
item 5	.79*	.06	.05
Classical Alienation			
item 1	.76*	.13	.15
item 2	.70*	.15	.27
item 3	.03	.17	.67*
item 4	.09	.31	.68*
item 5	.24	.16	.65*

* - significant factor loading

TABLE 12

PRINCIPAL AXES FACTOR ANALYSIS (FOR ITEMS)
EXTRACTING THREE FACTORS

VARIABLE	FACTOR 1	FACTOR 2	FACTOR 3
L&K Factor 1			
item 3	.01	.81*	.06
item 6	.17	.65*	.07
item 10	00	.64*	.04
item 11	.05	.51*	.29
item 14	.15	.68*	.07
item 15	.29	.13	.40*
Steel et al. Work Participation			
item 1	.50*	.05	.56*
item 2	.82*	.02	.07
item 3	.73*	.04	.04
item 4	.68*	.08	.29
item 5	.69*	.07	.18
Classical Alienation			
it . 1	.73*	.12	.15
item 2	.65*	.14	.24
item 4	.08	.22	.38*
item 5	.16	.19	.60*

* - significant factor loading

single continuum. Kanungo's (22:120) position that the two constructs are similar was not refuted by the data. The relationships found indicate that some degree of construct validity is present in the involvement measures and to a lesser degree in the alienation measures. A confounding factor obscuring the interpretability of the findings was the poor reliability of work alienation measures.

CHAPTER V

Conclusions and Recommendations

Introduction

An analysis was performed on the survey data using the procedures described in Chapter III. Major study conclusions are discussed below.

Conclusions

Twelve measures were used to examine the relationship between job involvement and work alienation. The results were evaluated relative to the four hypotheses derived from the literature review. Each hypothesis and relevant findings will be dealt with individually.

Hypothesis 1: Measures of job involvement will exhibit convergent validity (will intercorrelate significantly). The median intercorrelation between involvement measures (r = .37) indicated some degree of convergent validity among job involvement measures. With the sample in question, this result would be statistically significant beyond the .01 level of significance. The magnitude of this relationship was not large. Failure to intercorrelate more highly may be due to any one of several reasons. (1) Measurement error may have attenuated validity coefficients. Reliability estimates, ranging from .45 to .88, were not uniformly high for all involvement measures. The majority of reliabilities could be considered moderate (.60 - .70). Involvement measures with low reliability might have produced the lowest validity coefficients leading to a

median correlation understating true convergent validity. (2) The sample used in this study could have produced a biased result. Some unknown property of the group studied (admittedly the sample was small) lead them to respond differently to disparate involvement items. For example, subjects might have been playing the "good subject role." They perceived considerable redundancy in what appeared to be a poorly developed questionnaire (repetitive questions). To help the researcher out they could have intentionally varied their responses. (3) Another reasonable explanation is that measures here do not possess convergent validity to a great degree. Perhaps several similar constructs are being measured rather than one common construct. The range of intercorrelations was from .16 to .64. Measures from a common source (Steel et al.'s and Lodahl and Kejner's job involvement scales) seem to have no higher relationship than that for the group of measures as a whole. Hence, measures from a common source (definition) show no better convergent validity than the job involvement measures in general.

Since statistical significance is regarded as the conventional criterion of predictor validity, hypothesis 1 is supported. The median amount of shared variance (r^2 = .14) between involvement measures, however, was not appreciable suggesting further study of this problem is warranted.

Hypothesis 2: Measures of work alienation will exhibit convergent validity (will intercorrelate significantly).

The median intercorrelation among alienation measures (r = .25)

was lower than that obtained for involvement measures. This result implies even less convergent validity for alienation scales than for involvement measures. The median correlation is significant, however, beyond the .05 level of significance. The possible sources of validity attenuation identified for job involvement also may apply to the alienation results. Poor validity results for work alienation measures may be partially attributable to their poor reliabilities (.30 - .64) associated with these measures. Since the reliability of a measure represents the upper bound for its validity (5:85-86), low alienation reliability undoubtedly led to the low validity coefficients.

The range of alienation intercorrelations were uniformly lower than those for involvement. This range was from .02 to .36. The Pearlin alienation measure, in particular, was poorly related to the other measures (it also possessed the lowest reliability). Only one reliability computed for these measures (Classical alienation) was above .60. Since the median intercorrelation among work alienation measures was statistically significant, hypothesis 2 was supported. Interrelationships were quite small, however, and higher validities will probably not be realized until refinements in work alienation measurements are realized.

Hypothesis 3: Measures of different constructs (job involvement and work alienation) will exhibit discriminant validity (will not intercorrelate significantly). The median correlation between involvement measures and alienation

measures (r = .30) points toward a significant ($p<.01$) correlation between the two constructs. Most of the correlations (26 out of 32) were negative. The Pearlin alienation measure was the primary source of incongruent results. The size of this relationship is comparable to the median validities obtained amongst measures of the same construct. The range of r's was between .00 and .59. These correlations tended to be higher than those among alienation variables, but not as high as those among involvement measures. The magnitude of the correlation between job involvement and work alienation was comparable to the intercorrelations among the involvement measures and the alienation measures. This result fails to show the existence of discriminant validity and therefor fails to support hypothesis 3. This finding, while not disagreeing with Kanuungo's thesis concerning the relationship of involvement and alienation, hardly proves it either.

Hypothesis 4: Factor analysis will produce factor structures with independent factors composed of job involvement and work alienation measures. The results of the factor analysis on the summated scales failed to unequivocably support hypothesis 4. The factor loadings for job involvement and work alienation measures were mixed between factors. The three factor analyses for both the principal components and principal axes procedures indicated only two factors had multiple loadings. Factor 3 contained a single loading suggesting a two factor structure.

There was a slight tendency for job involvement to

load more heavily on one general factor and for work alienation to load on the other general factor. This indicates that a slight perceptible distinction existed between the two constructs which could stem from their existing definitions.

The factor analyses which extracted two factors excluded the Pearlin measure due to its low communality with the set of measures. Job involvement scales, except for the Patchen, Steel et al. Work Participation and Lodahl and Kejner's Factor 2 loaded on one general factor along with the Nonaffective alienation scale. The aforementioned job involvement scales and the classical and overall alienation scales loaded on the other general factor. These loadings indicate some degree of relationship existing between job involvement measures and work alienation, insofar as they have been defined, used and measured in this study. This finding agrees with the findings for hypothesis 3 which failed to show discriminant validity between work alienation and job involvement and tends to support Kanungo's theory regarding a common source of alienation and involvement cognitions.

The item based factor analysis results disagreed somewhat with the findings of the summated scales factor analysis. The selected scales factor analysis resulted in four general factors having a pattern of item loadings more clearly defined than before. Lodahl and Kejner items loaded on two separate factors (factors 2 and 4). Steel et al. Work Participation items and two classical alienation items

loaded on a third factor (factor 1) and the remaining three Classical alienation items loaded on the fourth factor (factor 3). The job involvement measures produced unique factors, but two of the five work alienation items loaded on a job involvement factor. This result indicates that job involvement factors are distinguishable from one another, but alienation measures were less distinguishable from job involvement measures (i.e. - Lodahl and Kejner are identified under factors 2 and 4, Steel et al under factor 1, Classical alienation with factors 1 and 3). The pattern of alienation item loadings may be due to inability to accurately and reliably measure the alienation construct. Overall, we would have to find that hypothesis 4 is supported with specific items (questions), but that when the items are embodied into summated measures they do not clearly support the hypothesis. This may be due to the different items in the alienation scale measuring different constructs (or dimensions) and producing an unreliable summated result.

Implications

Even though the evidence presented thus far in this study does not decisively support an apparent relationship between job involvement and work alienation, we will examine some changes that will be necessary if further support is obtained for such a relationship. An essential revision of thought concerning these two constructs would be necessary to integrate currently parallel lines of work. A major portion of this process will entail redefinition of both constructs. A unified effort would attempt to discover the

common antecedent conditions of both job involvement and work alienation. Perhaps these antecedents stem from situational factors (e.g. - occupation, environment, class of people, etc.). Another possible source of antecedent conditions might be differences between a person's expectations and the salient aspects of a job actually experienced.

Once satisfactory and acceptable definitions are obtained, major emphasis needs to be placed in the area of measure development. Again, integrative measures are needed which concurrently examine both constructs. Development of new, more valid alienation measures are virtually mandatory as little work currently exists in this realm. Witness the alienation measures employed in the current study.

Further work is also needed which examines the common outcomes of job involvement and work alienation. More accurate prediction of work (e.g. - job performance) and nonwork (e.g. - family life) outcomes may be forthcoming from a consolidated research effort. For example, work could examine the possibility of a spillover affect from job involvement and work alienation into other facets of life. A person measured as work alienated might also be alienated at home, church or during certain leisure time activities. Likewise, a person assessed as deeply involved in their job may prove to be deeply involved in other aspects of society.

Future Research

This section will attempt to specifically point out some areas requiring further research effort. Of primary

importance is the discovery of causal states bearing on both job involvement and work alienation, if they exist. During this inquiry, a constant awareness for different constructs which might be related to both job involvement and work alienation is needed which might indicate important causal relationships. Evidence of shared antecedents might also further strengthen the relationship between the two constructs of job involvement and work alienation.

Another area needing work is the reliability of measures. This is especially true for work alienation. Since reliabilities are the upper limit for all validity estimates (5:78), measures possessing high reliability are prerequisite to advancement of validation efforts. Measures are needed which contain high reliability to insure validity coefficients do not suffer undue attenuation.

An interesting area for further work would be an attempt to identify groups of people that are alienated or involved. This process might examine specific occupations, socio-economic groups, etc. and determine why they are involved or alienated. A companion effort could use the same technique with other domains of possible alienation/involvement such as family, community, church, etc.

Limitations

Some of the possible reasons why the study results were inconclusive may be attributable to several limitations of this particular effort. The reliability of the measurement items has already been discussed at length. This problem

directly contributed to some of the study's shortfall. A finer screening of future items would be necessary to avoid duplication of this problem.

The research method used introduced some degree of bias into the results. There is a certain degree of common method variance between measures because a common measurement method (a questionnaire) was employed to secure all measures. There is no way to estimate the extent of spuriousness between job involvement and work alienation correlations by virtue of the common method used. The multitrait-multimethod matrix procedure tests a trait-method unit and thereby isolates relative contributions of trait and method variance components to correlations. This method would have been preferable since each trait is assessed using different measurement methods. This provides evidence of method bias by showing the degree of relationship between various traits measured using the same method (5:96-97). The use of the multitrait-multimethod matrix procedure would better allow us to ascertain convergent validity among similar traits and discriminant validity between dissimilar traits.

Sample size may have been a problem for our particular study. Parametric statistical methods may assume a normal distribution, and make several assumptions about the shape of the sampling distribution. This distribution should be a normal distribution. This requirement is more difficult for small sample research. For application of the Central Limit Theorem, the sample size should be large. If the Central

Limit Theorem cannot be applied due to small sample size, normality of distribution cannot be assumed. Further, a bias might have been introduced due to the sample not being random. Sampling statistics routinely assume that samples are randomly drawn from populations about which inferences will be made.

Applications

Several applications pertinent to the Air Force can be seen from this study. The understanding of both the antecedent conditions and products of job involvement and work alienation can be used to the benefit of various levels of management, from the top level to the lowest level. Management can use this knowledge in the selection of people for particular jobs or in designing or restructuring jobs. Above all, the awareness of involvement and alienation can lead to a better understanding of people in general, what their needs are, and possible ways of meeting those needs.

Top level management positions have long been thought of, from a career standpoint, as providing higher job satisfaction and opportunities for involvement. But according to Korman et al., this may not be true. Interviews conducted among top and middle level managers have indicated a growing sense of stress, frustration, and meaninglessness (23:342). The outcome of these feelings may be negative attitudes and behavior toward the organization and the job. The fear, according to Korman et al., is that these negative feelings will be emulated by lower level management. At the base

level, if these attitudes were present in the wing commander and his deputies, there could be adverse effects on the mission of the base.

As a person moves up the management ladder, he is given additional responsibilities. Inherent in this is the fact that additional time and personal sacrifice is required. Lodahl and Kejner believe that organizations should select only job involved persons to fill executive and top level management positions (27:33). This aspect could become a part of the assignment process in the Air Force. This could possibly lead to better management practices and possibly affect the turnover problems.

Applications can also be made at the operative worker level. Hulin and Blood (18:49), in a study of factory piece-rate workers, found that 'rate busters' (those who exceeded their quota) accepted the middle class norms of management. The quota restrictors (those who lagged and produced less than their share) did not subscribe to middle class norms and were in a state of alienation from work. Hulin and Blood concluded that the alienated worker would be very happy with a low level job (18:51). In the Air Force, those workers who feel alienated from their job, their organization, and the Air Force in general, might be best utilized in a low level job, one with little complexity or responsibility. This situation could impact on promotion and the up-or-out policy of the Air Force, however. This policy makes additional responsibility and supervisory activity commensurate with promotion.

A person may be very happy and satisfied with an operative level job and tend to shy away from additional responsibility. But in order to be promoted and thus stay in the Air Force, some individuals are forced to accept positions which entail supervisory responsibilities. For example, many pilots would be very happy to fly airplanes for 20 years and retire. But the up-or-out policy almost dictates they get assigned to non-flying positions in order to be promoted. This Air Force policy may instill a state of alienation in some Air Force personnel.

Conclusion

This study has attempted to ascertain the relationship, if any, between job involvement and work alienation. The results, while being inconclusive, provided some preliminary evidence suggesting that a job involvement-work alienation connection is tenable. Further research on the validity of these two constructs is needed to provide meaningful insight into whether job involvement and work alienation are in fact "bipolar states of the same phenomena" (22:120).

APPENDIX A

BACKGROUND INFORMATION

The following personal information will not be used to identify who you are. This information will only be used by the researchers to group similar people into categories.

1. Are you: (check one) Male_____ Female_____

2. What is your age? _____Years

3. What is your present job title (i.e. cook, plant manager, welder)? Be as specific as possible.

4. Is this job (check one) _____full-time _____part-time?

5. Is this job your primary occupation at present? (Answer No if you consider yourself primarily occupied elsewhere, such as a housewife, student, etc.)
   Yes_____No_____

6. How long have you worked for your present employer?
   _____years _____months

7. How many grades did you complete in school? (check one)

   _____8 or less

   _____9

   _____10

   _____11

   _____12 (high school diploma)

   _____some college

   _____4 year college degree

   _____more than 4 year college degree

8. What is the approximate size of the city or town you live in now? (check one)

   _____Rural (no city or town)

   _____1-1,000 people

   _____1,000-10,000 people

   _____10,000-100,000 people

   _____over 100,000 people

APPENDIX B

LODAHL AND KEJNER'S JOB INVOLVEMENT MEASURE

The following questions and statements concern your feelings and thoughts about your present job.

Use the rating scale shown below to indicate your agreement or disagreement with each item. Circle the number which best describes your job situation.

1. means you strongly disagree with this statement
2. means you disagree with this statement
3. means you neither disagree or agree with this statement
4. means you agree with this statement
5. means you strongly agree with this statement

	STRONGLY DISAGREE	DISAGREE	NEITHER DISAGREE OR AGREE	AGREE	STRONGLY AGREE
1. I'll stay overtime to finish a job, even if I'm not paid for it.	1	2	3	4	5
2. You can measure a person pretty well by how good a job he does.	1	2	3	4	5
3. The major satisfaction in my life comes from my job.	1	2	3	4	5
4. For me, mornings at work really fly by . .	1	2	3	4	5
5. I usually show up for work a little early, to get things ready	1	2	3	4	5
6. The most important things that happen to me involve my work	1	2	3	4	5
7. Sometimes I lie awake at night thinking ahead to the next day's work	1	2	3	4	5
8. I'm really a perfectionist about my work .	1	2	3	4	5
9. I feel depressed when I fail at something connected with my job.	1	2	3	4	5
10. I have other activities more important than my work	1	2	3	4	5
11. I live, eat, and breathe my job.	1	2	3	4	5
12. I would probably keep working even if I didn't need the money.	1	2	3	4	5
13. Quite often I feel like staying home from work instead of coming in.	1	2	3	4	5
14. To me, my work is only a small part of who I am	1	2	3	4	5
15. I am very much involved personally in my work.	1	2	3	4	5
16. I avoid taking on extra duties and responsibilities in my work.	1	2	3	4	5
17. I used to be more ambitious about my work than I am now.	1	2	3	4	5

	STRONGLY DISAGREE	DISAGREE	NEITHER DISAGREE OR AGREE	AGREE	STRONGLY AGREE
18. Most things in life are more important than work.	1	2	3	4	5
19. I used to care more about my work, but now other things are more important to me	1	2	3	4	5
20. Sometimes I'd like to kick myself for the mistakes I make in my work	1	2	3	4	5

APPENDIX C

PATCHEN'S JOB INVOLVEMENT SCALE

Check one response for each question.

1. On most days on your job, how often does time seem to drag for you?

   (1) _____About half the day or more

   (2) _____About one-third of the day

   (3) _____About one-quarter of the day

   (4) _____About one-eighth of the day

   (5) _____Time never seems to drag

2. Some people are completely involved in their job - - they are absorbed in it night and day. For other people, their job is simply one of several interests. How involved do you feel in your job?

   (1) _____Very little involved; my other interests are more absorbing

   (2) _____Slightly involved

   (3) _____Moderately involved; my job and my other interests are equally absorbing to me

   (4) _____Strongly involved

   (5) _____Very strongly involved; my work is the most absorbing interest in my life

3. How often do you do some extra work for your job which isn't really required of you?

   (5) _____Almost every day

   (4) _____Several times a week

   (3) _____About once a week

   (2) _____Once every few weeks

   (1) _____About once a month or less

4. Would you say you work harder, less hard, or about the same as other people doing your type of work at (name of organization)?

   (5) _____Much harder than most others

(4) _____A little harder than most others

(3) _____About the same as most others

(2) _____A little less hard than most others

(1) _____Much less hard than most others

APPENDIX D

STEEL et al's. JOB INVOLVEMENT SCALE

The following questions and statements concern possible feelings that individuals might have about their present work or job.

Use the following rating scales for the first five questions to express your own feelings about your present job. Circle the number which best describes your feelings about the question.

1. means you never get a chance
2. means you rarely or only once in a great while get a chance
3. means you seldom get a chance
4. means you sometimes get a chance
5. means you often get a chance
6. means you very often get a chance
7. means you always get a chance

	NEVER	RARELY	SELDOM	SOMETIMES	OFTEN	VERY OFTEN	ALWAYS
1. How much chance do you get to use the skills you have learned for your job?.	1	2	3	4	5	6	7
2. How much chance do you get to try out your own ideas?.	1	2	3	4	5	6	7
3. How much chance do you get to do things your own way?	1	2	3	4	5	6	7
4. How much chance do you get to do the kinds of things you are best at? . . .	1	2	3	4	5	6	7
5. How much chance do you get to feel at the end of the day that you've accomplished something?	1	2	3	4	5	6	7

Use the following rating scales for the remaining ten statements to express your own feelings about your present job or work. Circle the number which best describes your feelings about the statement.

1. means you strongly disagree with the statement
2. means you moderately disagree with the statement
3. means you slightly disagree with the statement
4. means you neither disagree nor agree with the statement
5. means you slightly agree with the statement
6. means you moderately agree with the statement
7. means you strongly agree with the statement

		STRONGLY DISAGREE	MODERATELY DISAGREE	SLIGHTLY DISAGREE	NEITHER DISAGREE NOR AGREE	SLIGHTLY AGREE	MODERATELY AGREE	STRONGLY AGREE
6.	The most important things that happen to me involve my work.	1	2	3	4	5	6	7
7.	The most important things I do involve my work	1	2	3	4	5	6	7
8.	The major satisfaction in my life comes from my job	1	2	3	4	5	6	7
9.	The activities which give me the greatest pleasure and personal satisfaction involve my job	1	2	3	4	5	6	7
10.	I live, eat, and breathe my job.	1	2	3	4	5	6	7
11.	I would rather get a job promotion than be a more important member of my club, church, or lodge	1	2	3	4	5	6	7
12.	How well I perform on my job is extremely important to me .	1	2	3	4	5	6	7
13.	I feel badly if I don't perform well on my job.	1	2	3	4	5	6	7
14.	I am very personally involved in my work	1	2	3	4	5	6	7
15.	I avoid taking on extra duties and responsibilities. .	1	2	3	4	5	6	7

APPENDIX E

CLASSICAL ALIENATION SCALE

The following questions deal with your feelings about the attractiveness of your job for you. Use the following ratings scale to agree or disagree with the statements and questions shown below.

1. means you <u>strongly disagree</u> with the statement
2. means you <u>moderately disagree</u> with the statement
3. means you <u>slightly disagree</u> with the statement
4. means you <u>neither disagree nor agree</u> with the statement
5. means you <u>slightly agree</u> with the statement
6. means you <u>moderately agree</u> with the statement
7. means you <u>strongly agree</u> with the statement

	St D	MD	Sl D	ND or A	Sl A	MA	St A
1. Working in my job has left me with the feeling that I have little control or influence over what is done.	1	2	3	4	5	6	7
2. It often seems that what I do on this job is trivial and valueless.	1	2	3	4	5	6	7
3. People I work around will do anything to achieve their personal ends.	1	2	3	4	5	6	7
4. I get little opportunity to socialize with other workers in my immediate work environment	1	2	3	4	5	6	7
5. I only work at my job to receive my pay	1	2	3	4	5	6	7

APPENDIX F

NONAFFECTIVE ALIENATION SCALE

The following questions deal with your feelings about the attractiveness of your job for you. Use the following rating scale to agree or disagree with the statements and questions shown below.

1. means you strongly disagree with the statement
2. means you moderately disagree with the statement
3. means you slightly disagree with the statement
4. means you neither disagree nor agree with the statement
5. means you slightly agree with the statement
6. means you moderately agree with the statement
7. means you strongly agree with the statement

	St D	MD	Sl D	ND or A	Sl A	MA	St A
1. My job is not important to me at all.	1	2	3	4	5	6	7
2. I never allow things that happen on my job to affect me personally.	1	2	3	4	5	6	7
3. There are many things in my life more important than work	1	2	3	4	5	6	7
4. If I ranked my favorite pastimes, work would be near the bottom.	1	2	3	4	5	6	7

APPENDIX G

PEARLIN'S ALIENATION SCALE

Use the rating scale below each statement to indicate your response.

1. How often do you do things in your work that you wouldn't do if it were up to you?

   Never Once in a while Fairly often Very often

2. Around here it's not important how much you know, it's who you know that really counts. ("here" refers to your employer)

   Agree Disagree

3. How much say or influence do people like you have on the way the company/organization is run?

   A lot Some Very little None

4. How often do you tell (your superior) your own ideas about things you might do in your work?

   Never Once in a while Fairly often Very often

APPENDIX H

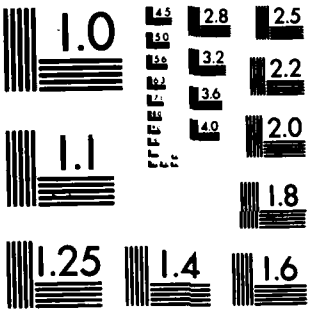
OVERALL ALIENATION SCALE

AD-A123 729 JOB INVOLVEMENT AND WORK ALIENATION: IS THERE A RELATIONSHIP?(U) AIR FORCE INST OF TECH WRIGHT-PATTERSON AFB OH SCHOOL OF SYSTEMS AND LOGISTICS

UNCLASSIFIED D L NICHOLS ET AL. SEP 82 AFIT-LSSR-82-82 F/G 5/10 NL

2/2

END
DATE FILMED
83
DTIC



Check One.

Overall, I would describe myself as alienated from my job.

Strongly Disagree	Disagree	Neither Agree or Disagree	Agree	Strongly Agree

SELECTED BIBLIOGRAPHY

A. REFERENCES CITED

1. Allport, Gordon, W. "The Psychology of Participation," Psychological Review, (1945), Vol. 52, pp. 117-132.

2. Blauner, Robert. Alienation and Freedom: The Factory Worker and His Industry. Chicago: University of Chicago Press, 1964.

3. Blood, Milton R., and Charles L. Hulin. "Alienation, Environmental Characteristics, and Worker Responses," Journal of Applied Psychology, (1967), Vol. 51, pp. 284-290.

4. Campbell, Donald T. and Donald W. Fiske. "Convergent and Discriminant Validation by the Multitrait-Multimethod Matrix." Psychological Bulletin, (1959), Vol. 56, pp. 81-104.

5. Cascio, Wayne. Applied Psychology in Personnel Management. Reston VA: Reston Publishing Co. 1978.

6. Clark, J.P. "Measuring Alienation Within a Social System," American Sociological Review, (1959), Vol. 24, pp. 849-852.

7. Cooley, William W, and Paul R. Lohnes. Multivariate Procedures for the Behavioral Sciences. New York: John Wiley & Sons, Inc., 1962.

8. Dubin, Robert. Human Relations in Administration. Englewood Cliffs NJ, 1961.

9. Farris, George F., "A Predictive Study of Turnover," Personnel Psychology, (1971), Vol. 24, pp. 311-328.

10. French, John R. P. Jr. and Robert Kahn. "A Programmatic Approach to Studying the Industrial Environment and Mental Health," Journal of Social Issues, (1962), Vol. 18, pp. 1-47.

11. Gannon, Martin J., and D. Hunt Hendrickson, "Career Orientation and Job Satisfaction Among Working Wives," Journal of Applied Psychology, (1973), Vol. 57, pp. 339-340.

12. Gechman, Arthur S, and Yoash Wiener. "Job Involvement and Satisfaction as Related to Mental Health and Personal Time Devoted to Work," Journal of Applied Psychology, (1975), Vol. 60, pp. 521-523.

13. Gerth, Hans Heinrich, and C. Wright Mills. From Max Weber: Essays in Sociology. New York: Oxford University Press, 1946.

14. Geyer, R. Felix. Alienation Theories: A General Systems Approach. New York: Pergamon Press, 1980.

15. Guion, R. "Industrial Moral - The Problem of Terminology," Personnel Psychology, (1958), Vol. 11, pp. 59-67.

16. Hall, Douglas T., and Roger Mansfield. "Organizational and Individual Response to External Stress," Administrative Quarterly, (1971), Vol. 16, pp. 533-547.

17. Harman, Harry H. Modern Factor Analysis. Chicago: The University of Chicago Press, 1962.

18. Hulin, Charles L., and Milton R. Blood. "Job Enlargement, Individual Differences, and Worker Responses, Psychological Bulletin, (1968), Vol. 69, pp. 41-55.

19. Hull, C. Hadlai and Norman H. Nie. SPSS Update 7-9 New York: McGraw-Hill Book Co., 1981.

20. Israel, Joachim. Alienation: From Marx to Modern Sociology. Boston: Allyn and Bacon, Inc., 1971.

21. Jones, Allan P., Lawrence R. James, and John R. Bruni. "Perceived Leadership and Employee Confidence in the Leader as Moderated by Job Involvement," Journal of Applied Psychology, (1975), Vol. 60, pp. 146-149.

22. Kanungo, Rabindra N. "The Concepts of Alienation and Involvement Revisited," Psychological Bulletin, (1979), Vol. 86, pp. 119-138.

23. Korman, Abraham K., Ursula Wittig-Berman, and Dorothy Lang. "Career Success and Personal Failure: Alienation in Professionals and Managers," Academy of Management Journal, (1981), Vol. 24, pp. 342-360.

24. Lawler, Edward E. III. Motivation in Work Organizations. Monterey CA: Brooks/Cole, 1973.

25. _____ and Douglas T. Hall. "Relationship of Job Characteristics to Job Involvement, Satisfaction, and Intrinsic Motivation," Journal of Applied Psychology, (1970), Vol. 54, pp. 305-312.

26. Lefkowitz, Joel, and Louis Brigando. "The Redundancy of Work Alienation and Job Satisfaction: Some Evidence of Convergent and Discriminant Validity," Journal of Vocational Behavior, (1980), Vol. 16, pp. 115-131.

27. Lodahl, Thomas M., and Mathilde Kejner. "The Definition and Measurement of Job Involvement," Journal of Applied Psychology, (1965), Vol. 49, pp. 24-33.

28. Marx, Karl. Economic and Philosophic Manuscripts of 1844. ed. Dirk J. Struik. New York: International Publishers, 1964.

29. Maurer, John G. Work Role Involvement of Industrial Supervisors. East Lansing MI: MSU Business Studies, 1969.

30. Nie, Norman and others. SPSS. New York: McGraw-Hill Book Co. 1975.

31. Patchen, Martin. Participation, Achievement, and Involvement on the Job. Englewood Cliffs NJ: Prentice-Hall, Inc., 1970.

32. Pearlin, L. "[illegible]enation From Work: A Study of Nursing Personnel," American Sociological Review (1962), Vol. 27, pp. 314-326.

33. Rabinowitz, Samuel and Douglas T. Hall. "Organizational Research on Job Involvement," Psychological Bulletin, (1977), Vol. 84, pp. 265-288.

34. Robinson, John P., Robert Athanasiou, and Kendra B. Head. Measures of Occupational Attitudes and Occupational Characteristics. Ann Arbor MI: Institute for Social Research, The University of Michigan, 1978.

35. Runyon, Kenneth E. "Some Indicators Between Personality Variables and Management Styles," Journal of Applied Psychology, (1973), Vol. 57, pp. 288-294.

36. Saleh, S.D., and James Hosek. "Job Involvement: Concepts and Measurements," Academy of Management Journal, (1976), Vol. 19, pp. 213-223.

37. Schwyhart, Winston R., and Patricia Cain Smith. "Factors in the Job Involvement of Middle Managers," Journal of Applied Psychology, (1972), Vol. 56, pp. 227-233.

38. Seeman, M. "On the Meaning of Alienation," American Sociological Review, (1959), Vol. 24, pp. 783-791.

39. Shepard, Jon M. Automation and Alienation: A Study of Office and Factory Workers. Cambridge MA: MIT Press, 1971.

40. Siegel, Alan L., and Robert A. Ruh, "Job Involvement, Participation in Decision Making, Personal Background, and Job Behavior," Organizational Behavior and Human Performance, (1973), Vol. 9, pp. 318-327.

41. Steel, Robert P., Thomas F. Kohntopp, and William C. Horst. "A Three Factor Approach to Job Involvement." Unpublished Research Report, Unnumbered, Air Force Institute of Technology, Wright-Patterson AFB OH, 1980.

42. Vroom, V. H. "Ego-Involvement, Job Satisfaction, and Job Performance," Personnel Psychology, (1962), Vol. 15, pp. 159-177.

43. White, J. Kenneth, and Robert A. Ruh. "Effects of Personal Values on the Relationship Between Participation and Job Attitudes," Administrative Science Quarterly, (1973), Vol. 18, pp. 506-514.

44. Wickert, F. R. "Turnover and Employees' Feelings of Ego-Involvement in the Day-to-Day Operations of a Company," Personnel Psychology, (1951), Vol. 4, pp. 185-197.

B. Related Sources

1. Goodman, Paul S., J. Furcon, and J. Rose. "Examination of Some Measures of Creative Ability by the Multitrait-Multimethod Matrix," Journal of Applied Psychology, (1969), Vol. 53, pp. 240-243.

2. Hall, Douglas T., and Khalil E. Nougaim. "An Examination of Maslow's Need Hierarchy in an Organizational Setting," Organizational Behavior and Human Performance, (1968), Vol. 3, pp. 12-35.

3. McClave, James T., and P. George Benson. Statistics for Business and Economics, Revised Edition. San Francisco: Dillon Publishing Co., 1979.

4. McKelvey, Bill, and Uma Sekaran. "Toward a Career-Based Theory of Job Involvement: A Study of Scientists and Engineers," Administrative Science Quarterly, (1977), Vol. 22, pp. 281-303.

5. Misra, Sasi, and Amar Kalro. "Job Involvement of Intrinsically and Extrinsically Motivated Indian Managers: To Each According to His Need," Human Relations, (1981), Vol. 34, pp.419-426.

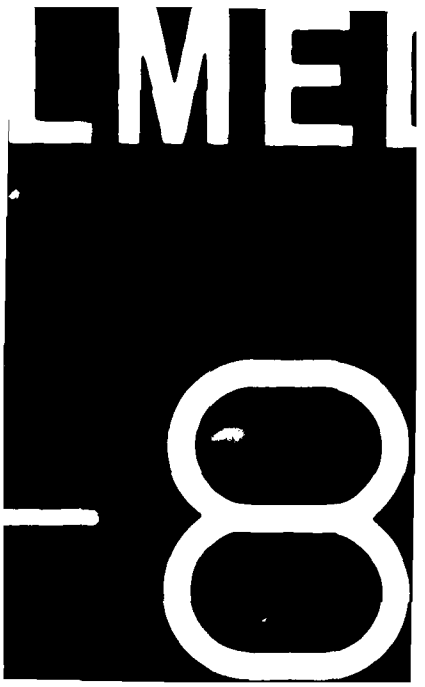
6. Rabinowitz, Samuel, Douglas T. Hall, and James G. Goodale. "Job Scope and Individual Differences as Predictors of Job Involvement: Independent or Interactive?" Academy of Management Journal, (1977), Vol. 20, pp. 273-281.

7. Rousseau, Denise M. "Technological Differences in Job Characteristics, Employee Satisfaction, and Motivation: A Synthesis of Job Design Research and Sociotechnical Systems Theory," Organizational Behavior and Human Performance, (1977), Vol. 19, pp. 18-42.

8. Ruh, Robert A., J. Kenneth White, and Robert R. Wood. "Job Involvement, Values, Personal Background, Participation in Decision Making, and Job Attitudes," Academy of Management Journal, (1976), Vol. 18, pp. 300-312.

9. Saal, Frank E. "Job Involvement: A Multivariate Approach, Journal of Applied Psychology, (1978), Vol. 63, pp. 53-61.

10. Schneider, Benjamin, Douglas T. Hall, and Harold T. Nygren. "Self Image and Job Characteristics as Correlates of Changing Organizational Identification," Human Relations, (1971), Vol. 24, pp. 397-416.


LMEL
8